

# Great CEOs And How They Are Made – The Seven Imperatives

## 1. Get to Know Yourself

- Read Primal Leadership by Daniel Goleman
- Read The EQ Edge by Steven J. Stein, PhD, and Howard E. Book, MD
- Complete an Emotional Intelligence Self-Assessment (EQ-i)
- Find your “Carolyn Robertson” to help you establish your EI Development priority and develop a plan for improvement
- Solicit honest feedback on your progress

## 2. Create and Communicate an Inspiring Vision

- Write an inspiring vision for your company
- Get alignment on your vision across your organization:
  - Read Mastering the Rockefeller Habits by Verne Harnish and create a One-Page Strategic Plan
  - Read CEO Tools by Kraig Kramers and create a One Page Business Plan
  - Conduct monthly one-to-one meetings with each of your direct reports
- Communicate your vision across your organization:
  - Walk the Four Corners
  - Repeat the message and tell the story

## 3. Build an A Team

- Read the book Topgrading by Bradford D. Smart
- Create a Talent Audit for your organization
- Define the benchmark behavior traits of top performers within your organization
- Start a Talent File
- Read Patrick Lencioni’s The Five Dysfunctions of a Team
- Complete Patrick Lencioni’s Team Assessment and work on the biggest gap
- Recognize at least one of your team players this week and every week for the rest of your career
- Create a succession plan

## 4. Create a Culture of Accountability

- Read Patrick Lencioni’s The Five Temptations of a CEO
- Read Patrick Lencioni’s Death by Meeting
- Implement Patrick Lencioni’s Four Meetings
- Define and communicate goals and responsibilities across your organization

## 5. Dramatically improve your company’s performance

- Use the Hartman KPI Template and Kraig Kramers’ T12M charts as a financial dashboard
- Complete a CEO Report Card
- Complete a Leadership 360 and work on the biggest gap
- Implement a Behavior Benchmark program for hiring
- Read Catalytic Coaching: The End of the Performance Review by Gary Markle
- Implement Catalytic Coaching
- Implement Quarterly Priorities Management to keep you and your team focused on the right stuff
- Read Susan Scott’s Fierce Conversations - and have the one you are avoiding

## 6. Achieve Your Perfect Balance

- Ensure that you have an A team in place (see Chapter 3)
- Work on your business more, and in it less
- Answer the question: What do you want from your life?
- Take time out to “let the big ideas in” and determine your life’s purpose
- Based on your life’s purpose, identify your Perfect Balance role model
- Develop a plan to achieve your life’s purpose
- Think Dale Armstrong and Derek Bull – execute your plan to achieve your life’s purpose

## 7. Become Connected

- Join a CEO peer group
- Ensure that you have an experienced CEO as a mentor
- Be curious and ask smart questions
- Hone your listening skills
- Stay Hungry and Stay Learning